

# Exploring the sales control function : formal sales control practices that drive business excellence

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**STELLINGEN**  
behorende bij het proefschrift

**Exploring the Sales Control Function**

**Mireille Suchanek**

1. The best teachers are those who can convince their students that " ... opportunity lies in the middle of difficulty" (see Albert Einstein). This implies that the prime role of a teacher is to challenge and coach students in their process of knowledge capture and sharing instead of only transferring knowledge.
2. The popular thought that "you can only manage what you can measure" (William Hewlett) makes unfortunately managers narrow minded with respect to performance measurement; it often transforms a balanced scorecard into an ordinary balance sheet (chapter 2).
3. Since knowledge management is the art of designing new processes for increasing knowledge capture and sharing; information technology is just a tool to apply and improve knowledge management within an organization.
4. The challenge of any consultant is to put away a client's prejudice that "a consultant is someone who saves the client almost enough to pay the fee" (see Arnold H. Glasgow). The added value of a consultant can often only be measured in the long run in term of new insights and techniques to solve problems.
5. Excellent researchers in Business Administration are the ones that can combine the strengths of quantitative and qualitative research methods, and financial and no financial measures to explore, explain, control and predict business practices.
6. The success of a PhD in Business Administration is determined largely by the researcher's ability to make a research project that 'sexy' that no manager can refuse to participate in the project.
7. Excellent managers are often described as follows: some are born great, some achieve greatness, and some hire public relations officers (adapted from Daniel Boorstin). Irrespective of this typology, all these managers often need a public relation officer to improve their internal communication to get their ideas accepted.